

SECRET

(When Filled In)

2. RATINGS ON PERFORMANCE OF SPECIFIC DUTIES

DIRECTIONS:

a. State in the spaces below up to six of the more important SPECIFIC duties performed during this rating period. Place the most important first. Do not include minor or unimportant duties.

b. Rate performance on each specific duty considering ONLY effectiveness in performance of this specific duty.

c. For supervisors, ability to supervise will always be rated as a specific duty (do not rate as supervisor those who supervise a secretary only).

d. Compare in your mind, when possible, the individual being rated with others performing the same duty at a similar level of responsibility.

e. Two individuals with the same job title may be performing different duties. If so, rate them on different duties.

f. Be specific. Examples of the kind of duties that might be rated are:

ORAL BRIEFING	HAS AND USES AREA KNOWLEDGE	MAIL ROOM
GIVING LECTURES	DEVELOPS NEW PROGRAMS	INTERROGATIONS
CONDUCTING SEMINARS	ANALYZES INDUSTRIAL REPORTS	PREPARES SUMMARIES
WRITING TECHNICAL REPORTS	MANAGES FILES	TRANSLATES GERMAN
CONDUCTING EXTERNAL LIAISON	OPERATES RADIO	DERBIEFING SOURCES
TYPING	COORDINATES WITH OTHER OFFICES	KEEPS BOOKS
TAKING DICTATION	WRITES REGULATIONS	DRIVES TRUCK
SUPERVISING	PREPARES CORRESPONDENCE	MAINTAINS AIR CONDITIONING
		EVALUATES SIGNIFICANCE OF DATA

g. For some jobs, duties may be broken down even further if supervisor considers it advisable, e.g., combined key and phone operation, in the case of a radio operator.

1 - INCOMPETENT IN THE PERFORMANCE OF THIS DUTY	6 - PERFORMS THIS DUTY IN AN OUTSTANDING MANNER
2 - BARELY ADEQUATE IN THE PERFORMANCE OF THIS DUTY	FOUND IN VERY FEW INDIVIDUALS HOLDING SIMILAR JOBS
3 - PERFORMS THIS DUTY ACCEPTABLY	7 - EXCELS ANYONE I KNOW IN THE PERFORMANCE OF THIS DUTY
4 - PERFORMS THIS DUTY IN A COMPETENT MANNER	
5 - PERFORMS THIS DUTY IN SUCH A FINE MANNER THAT HE IS A DISTINCT ASSET ON HIS JOB	

SPECIFIC DUTY NO. 1 As DC/PAD(I), advises PAD(I) members on problems, handles office management and acts as C/PAD(I) in absence of rater.	RATING NUMBER 6	SPECIFIC DUTY NO. 4 Advising offices serviced re application of personnel policies and procedures	RATING NUMBER 6
SPECIFIC DUTY NO. 2 Determining feasibility and indicating approval of personnel actions affecting ORR and OBI	RATING NUMBER 6	SPECIFIC DUTY NO. 5 Interviewing applicants and employees re utilization, personal problems, etc.	RATING NUMBER 6
SPECIFIC DUTY NO. 3 Liaison with ORR and OBI re matters of personnel management	RATING NUMBER 7	SPECIFIC DUTY NO. 6 Preparing memorandums letters, etc. re processing of personnel decisions	RATING NUMBER 4

3. NARRATIVE DESCRIPTION OF MANNER OF JOB PERFORMANCE

DIRECTIONS: Stress strengths and weaknesses, particularly those which affect development on present job. Subject has a mastery of the duties of a journeyman placement officer to a degree which is unexcelled by others knowledgeable to the rater. She combines personable characteristics, wide contacts, technical know-how and breadth of experience to make her performance of uniformly high level. Quantitatively, she carries the heaviest load of work in PAD(I) OP, but she is not merely concerned with getting things done. Thoroughly conversant with regulatory standards and adept in their application to diverse administrative situations and individual cases, she ably performs the principal job of advising and assisting the components re decisions of personnel management. She is widely known throughout ORR and OBI and has their respect. As Deputy Chief, PAD(I), she inspires loyalty and confidence within the Branch and her assistance is sought by all of her associates. In this regard, she has been a very helpful and sincere counsel to the rater since he assumed his position. Subject has no weaknesses worthy of mention. As an objective, she should strive in her writing for greater elucidation when necessary to fully reflect all of the salient points of a complex subject.

SECTION D.

SUITABILITY FOR CURRENT JOB IN ORGANIZATION

DIRECTIONS: Take into account here everything you know about the individual....productivity, conduct in the job, pertinent personal characteristics or habits, special defects or talents....and how he fits in with your team. Compare him with others doing similar work of about the same level.

1 - DEFINITELY UNSUITABLE - HE SHOULD BE SEPARATED
2 - OF DOUBTFUL SUITABILITY - WOULD NOT HAVE ACCEPTED HIM IF I HAD KNOWN WHAT I KNOW NOW
3 - A BARELY ACCEPTABLE EMPLOYEE...BELOW AVERAGE BUT WITH NO WEAKNESSES SUFFICIENTLY OUTSTANDING TO WARRANT HIS SEPARATION
4 - OF THE SAME SUITABILITY AS MOST PEOPLE I KNOW IN THE ORGANIZATION
5 - A FINE EMPLOYEE - HAS SOME OUTSTANDING STRENGTHS
6 - AN UNUSUALLY STRONG PERSON IN TERMS OF THE REQUIREMENTS OF THE ORGANIZATION
7 - EXCELLED BY ONLY A FEW IN SUITABILITY FOR WORK IN THE ORGANIZATION

IS THIS INDIVIDUAL BETTER SUITED FOR WORK IN SOME OTHER POSITION IN THE ORGANIZATION? YES NO. IF YES, EXPLAIN FULLY:

Subject is sufficiently versatile to perform well in other offices of OP or as a Personnel or Administrative Officer in the Agency. However, departure from her current assignment would be a significant loss to PAD(I).

SECRET

FITNESS REPORT (Part II) POTENTIAL

INSTRUCTIONS

FOR THE ADMINISTRATIVE OFFICER: Consult current instructions for completing this report.

FOR THE SUPERVISOR: This report is a privileged communication to your supervisor, and to appropriate career management and personnel officials concerning the potential of the employee being rated. It is NOT to be shown to the rated employee. It is recommended that you read the entire report before completing any question. This report is to be completed only after the employee has been under your supervision FOR AT LEAST 90 DAYS. If less than 90 days, hold and complete after the 90 days has elapsed. If this is the INITIAL REPORT on the employee, however, it MUST be completed and forwarded to the OP no later than 30 days after the due date indicated in item 8 of Section "C" below.

SECTION E.

GENERAL

1. NAME <i>(Last)</i>	<i>(First)</i>	<i>(Middle)</i>	2. DATE OF BIRTH	3. SEX	4. SERVICE DESIGNATION
MC KENNEY, Margaret E.			11 August 19	F	
5. OFFICE/DIVISION/BRANCH OF ASSIGNMENT DDS, OP, PAD, PLACEMENT BRANCH (INTELL)			6. OFFICIAL POSITION TITLE PLACEMENT OFF.		
7. GRADE GS-13	8. DATE REPORT DUE IN OP 23 November 1956	9. PERIOD COVERED BY THIS REPORT 3 November 1955 - 3 November 1956			(See)
10. TYPE OF REPORT (Check one) <input checked="" type="checkbox"/>	INITIAL ANNUAL	REASSIGNMENT-SUPERVISOR REASSIGNMENT-EMPLOYEE		SPECIAL (Specify)	

SECTION F.

CERTIFICATION

1. FOR THE RATER: I CERTIFY THAT THIS REPORT REPRESENTS MY BEST JUDGEMENT OF THE INDIVIDUAL BEING RATED

A. THIS DATE
23 Nov 56 B. C. SUPERVISOR'S OFFICIAL TITLE
C/PAD/1

2. FOR THE REVIEWING OFFICIAL: I HAVE REVIEWED THIS REPORT AND NOTED ANY DIFFERENCE OF OPINION IN ATTACHED MEMO.

A. THIS DATE
23 Nov 56 B. T C. OFFICIAL TITLE OF REVIEWING OFFICIAL
C/PAD/OP

SECTION G.

ESTIMATE OF POTENTIAL

1. POTENTIAL TO ASSUME GREATER RESPONSIBILITIES

DIRECTIONS: Considering others of his grade and type of assignment, rate the employee's potential to assume greater responsibilities. Think in terms of the kind of responsibility encountered at the various levels in his kind of work.

5

- 1 - ALREADY ABOVE THE LEVEL AT WHICH SATISFACTORY PERFORMANCE CAN BE EXPECTED
- 2 - HAS REACHED THE HIGHEST LEVEL AT WHICH SATISFACTORY PERFORMANCE CAN BE EXPECTED
- 3 - MAKING PROGRESS, BUT NEEDS MORE TIME BEFORE HE CAN BE TRAINED TO ASSUME GREATER RESPONSIBILITIES
- 4 - READY FOR TRAINING IN ASSUMING GREATER RESPONSIBILITIES
- 5 - WILL PROBABLY ADJUST QUICKLY TO MORE RESPONSIBLE DUTIES WITHOUT FURTHER TRAINING
- 6 - ALREADY ASSUMING MORE RESPONSIBILITIES THAN EXPECTED AT HIS PRESENT LEVEL
- 7 - AN EXCEPTIONAL PERSON WHO IS ONE OF THE FEW WHO SHOULD BE CONSIDERED FOR EARLY ASSUMPTION OF HIGHER LEVEL RESPONSIBILITIES

2. SUPERVISORY POTENTIAL

DIRECTIONS: Answer this question: Has this person the ability to be a supervisor? Yes No If your answer is YES, indicate below your opinion or guess of the level of supervisory ability this person will reach AFTER SUITABLE TRAINING. Indicate your opinion by placing the number of the descriptive rating below which comes closest to expressing your opinion in the appropriate column. If your rating is based on observing him supervise, note your rating in the "actual" column. If based on opinion of his potential, note the rating in the "potential" column.

ACTUAL	POTENTIAL	DESCRIPTIVE SITUATION
3	--	A GROUP DOING THE BASIC JOB (truck drivers, stenographers, technicians or professional specialists of various kinds) WHERE CONTACT WITH IMMEDIATE SUBORDINATES IS FREQUENT (First line supervisor) (e.g. Branch Chief, PAD)
--	2	A GROUP OF SUPERVISORS WHO DIRECT THE BASIC JOB (Second line supervisors) (e.g. Deputy Chief, PAD)
--	0	A GROUP, WHO MAY OR MAY NOT BE SUPERVISORS, WHICH IS RESPONSIBLE FOR MAJOR PLANS, ORGANIZATION AND POLICY (Executive level)
--	3	WHEN CONTACT WITH IMMEDIATE SUBORDINATES IS NOT FREQUENT
3	--	WHEN IMMEDIATE SUBORDINATES' ACTIVITIES ARE DIVERSE AND NEED CAREFUL COORDINATION
3	--	WHEN IMMEDIATE SUBORDINATES INCLUDE MEMBERS OF THE OPPOSITE SEX
--	--	OTHER (Specify)

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(When Filled In)

3. INDICATE THE APPROXIMATE NUMBER OF MONTHS THE RATED EMPLOYEE HAS BEEN UNDER YOUR SUPERVISION

6 Months

OFFICE OF PERSONNEL

4. COMMENTS CONCERNING POTENTIAL

Subject's likeable personality, intensive knowledge of personnel administrative and Agency operations and high standards of service make her a fine employee. She has the versality to move laterally or progressively upward to most of the Divisions of the Office of Personnel and to the Administrative Shops of the Agency. She would be effective as a Branch Chief in PAD.

MAIL ROOM

SECTION H.

FUTURE PLANS

1. TRAINING OR OTHER DEVELOPMENTAL EXPERIENCE PLANNED FOR THE INDIVIDUAL

(Currently taking Basic Management)

Other courses which would be helpful, but not necessary to good performance, are Effective Writing and Basic Supervision.

2. NOTE OTHER FACTORS, INCLUDING PERSONAL CIRCUMSTANCES, TO BE TAKEN INTO ACCOUNT IN INDIVIDUAL'S FUTURE ASSIGNMENTS

SECTION I.

DESCRIPTION OF INDIVIDUAL

DIRECTIONS: This section is provided as an aid to describing the individual as you see him on the job. Interpret the words literally. On the page below are a series of statements that apply in some degree to most people. To the left of each statement is a box under the heading "category." Read each statement and insert in the box the category number which best tells how much the statement applies to the person covered by this report.

X - HAVE NOT OBSERVED THIS; HENCE CAN GIVE NO OPINION AS TO HOW THE DESCRIPTION APPLIES TO THE INDIVIDUAL

1 - APPLIES TO THE INDIVIDUAL TO THE LEAST POSSIBLE DEGREE

2 - APPLIES TO INDIVIDUAL TO A LIMITED DEGREE

3 - APPLIES TO INDIVIDUAL TO AN AVERAGE DEGREE

4 - APPLIES TO INDIVIDUAL TO AN ABOVE AVERAGE DEGREE

5 - APPLIES TO INDIVIDUAL TO AN OUTSTANDING DEGREE

CATEGORY	STATEMENT	CATEGORY	STATEMENT	CATEGORY	STATEMENT
4	1. ABLE TO SEE ANOTHER'S POINT OF VIEW	5	11. HAS HIGH STANDARDS OF ACCOMPLISHMENT	4	21. IS EFFECTIVE IN DISCUSSIONS WITH ASSOCIATES
5	2. CAN MAKE DECISIONS ON HIS OWN WHEN NEED ARISES	4	12. SHOWS ORIGINALITY	3	22. IMPLEMENTS DECISIONS REGARDLESS OF OWN FEELINGS
4	3. HAS INITIATIVE	5	13. ACCEPTS RESPONSIBILITIES	5	23. IS THOUGHTFUL OF OTHERS
5	4. IS ANALYTIC IN HIS THINKING	4	14. ADMITS HIS ERRORS	4	24. WORKS WELL UNDER PRESSURE
3	5. STRIVES CONSTANTLY FOR NEW KNOWLEDGE AND IDEAS	5	15. RESPONDS WELL TO SUPERVISION	5	25. DISPLAYS JUDGEMENT
4	6. KNOWS WHEN TO SEEK ASSISTANCE	5	16. DOES HIS JOB WITHOUT STRONG SUPPORT	4	26. IS SECURITY CONSCIOUS
5	7. CAN GET ALONG WITH PEOPLE	5	17. COMES UP WITH SOLUTIONS TO PROBLEMS	5	27. IS VERSATILE
4	8. HAS MEMORY FOR FACTS	4	18. IS OBSERVANT	5	28. HIS CRITICISM IS CONSTRUCTIVE
5	9. GETS THINGS DONE	5	19. THINKS CLEARLY	4	29. FACILITATES SMOOTH OPERATION OF HIS OFFICE
5	10. CAN COPE WITH EMERGENCIES	4	20. COMPLETES ASSIGNMENTS WITHIN ALLOWABLE TIME LIMITS	4	30. DOES NOT REQUIRE STRONG AND CONTINUOUS SUPERVISION

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(When Filled In)

22 AUG 1962

FITNESS REPORT

EMPLOYEE SERIAL NUMBER

SECTION A

GENERAL

1. NAME McKenney Margaret E.			2. DATE OF BIRTH 11 Aug 1919	3. SEX F	4. GRADE 13	5. <input type="checkbox"/>
6. OFFICIAL POSITION TITLE Chief EE Personnel			7. OFF/DIV/BR OF ASSIGNMENT DDP/EE/SS/PERS		8. CURRENT STATION Headquarters	
9. CHECK (X) TYPE OF APPOINTMENT <input checked="" type="checkbox"/> CAREER <input type="checkbox"/> RESERVE <input type="checkbox"/> TEMPORARY			10. CHECK (X) TYPE OF REPORT <input checked="" type="checkbox"/> INITIAL <input type="checkbox"/> ANNUAL <input type="checkbox"/> SPECIAL (Specify): CAREER-PROVISIONAL (See Instructions - Section C)			
11. DATE REPORT DUE IN O.P. 11 Aug 1919			12. REPORTING PERIOD (From- to-) 11 Aug 1919 - 11 Aug 1919			

SECTION B

PERFORMANCE EVALUATION

<u>W - Weak</u>	Performance ranges from wholly inadequate to slightly less than satisfactory. A rating in this category requires positive remedial action. The nature of the action could range from counseling, to further training, to placing on probation, to reassignment or to separation. Describe action taken or proposed in Section C.
<u>A - Adequate</u>	Performance meets all requirements. It is entirely satisfactory and is characterized neither by deficiency nor excellence.
<u>P - Proficient</u>	Performance is more than satisfactory. Desired results are being produced in a proficient manner.
<u>S - Strong</u>	Performance is characterized by exceptional proficiency.
<u>O - Outstanding</u>	Performance is so exceptional in relation to requirements of the work and in comparison to the performance of others doing similar work as to warrant special recognition.

SPECIFIC DUTIES

List up to six of the most important specific duties performed during the rating period. Insert rating letter which best describes the manner in which employee performs EACH specific duty. Consider ONLY effectiveness in performance of that duty. All employees with supervisory responsibilities MUST be rated on their ability to supervise (Indicate number of employees supervised).

SPECIFIC DUTY NO. 1	RATING LETTER O
Personnel Staff Officer to Chief of Division and Chief of Support	
SPECIFIC DUTY NO. 2	RATING LETTER S
Plans, organizes and directs those functions necessary for personnel support of Headquarters and Field.	
SPECIFIC DUTY NO. 3	RATING LETTER O
Personally handles sensitive personnel cases	
SPECIFIC DUTY NO. 4	RATING LETTER P
Supervises _____ employees	
SPECIFIC DUTY NO. 5	RATING LETTER S
Liaison with other Agency components	
SPECIFIC DUTY NO. 6	RATING LETTER

OVERALL PERFORMANCE IN CURRENT POSITION

Take into account everything about the employee which influences his effectiveness in his current position such as performance of specific duties, productivity, conduct on job, cooperativeness, pertinent personal traits or habits, and particular limitations or talents. Based on your knowledge of employee's overall performance during the rating period, place the letter in the rating box corresponding to the statement which most accurately reflects his level of performance.

FORM 45 OBSOLETE PREVIOUS EDITIONS
4-62

~~SECRET~~

GROUP - I
Excluded from automatic
downgrading and
declassification

~~SECRET~~

(When Filled In)

SECTION C

NARRATIVE COMMENTS

Indicate significant strengths or weaknesses demonstrated in current position keeping in proper perspective their relationship to overall performance. State suggestions made for improvement of work performance. Give recommendations for training. Comment on foreign language competence, if required for current position. Amplify or explain ratings given in Section B to provide best basis for determining future personnel action. Manner of performance of managerial or supervisory duties must be described, if applicable.

Only two comments can be added to the remarks made in Section E of the January 1962 report:

1. She has demonstrated during this seven month period, with the dependent travel ban, Division and field reorganization, strength reductions and change of Division Chiefs, a remarkable degree of skill, understanding, patience and just general professionalism. Her performance could not have been matched by any other Area Division Personnel Officer known to me. She does, however, still try to do too much herself, but here too, real improvement has been made. With this minor exception, she is a competent supervisor and manager. Her Section is well organized, the other employees know what their duties are and are left alone to do them. In spite of a very heavy workload (perhaps because of it?) morale is high.

2. Long overdue and by any standard, exceptionally qualified, she should be promoted soon.

SECTION D

CERTIFICATION AND COMMENTS

1.

BY EMPLOYEE

I CERTIFY THAT I HAVE SEEN SECTIONS A, B, AND C OF THIS REPORT

DATE

SIGNATURE OF EMPLOYEE

8-2-62

Mrs. McKenney

2.

BY SUPERVISOR

MONTHS EMPLOYEE HAS BEEN
UNDER MY SUPERVISION

19 months

IF THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION

DATE

OFFICIAL TITLE OF SUPERVISOR

3 August 1962

Chief, Support Staff/EE

3.

BY REVIEWING OFFICIAL

COMMENTS OF REVIEWING OFFICIAL

I returned in August 1961 after several years of continuous duty abroad to assume the position of DC/EE Division and in June of 1962 I became Division Chief. During much of this period since my return I have been occupied with questions of personnel management. The Division has had to meet requirements of the priority areas for qualified officers and carry out a general reduction, including the [] program; at the same time. Through all of this, Miss McKenney was a veritable tower of strength. Her knowledge of personnel procedures, her absolute dependability and her discretion in sensitive matters, have all contributed to

(continued)

DATE

OFFICIAL TITLE OF REVIEWING OFFICIAL

6 August 1962

Chief/ EE

URE

David W. Murphy

~~SECRET~~